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Intermountain Reporter

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TOTAL QUALITY MANAGEMENT

PIECING TOGETHER TQM'S BORDER

Straight-edged pieces of a jigsaw puzzle suggest a rigid border for what lies within. TQM belies that analogy. A framework—yes; rigidity—no!

Total Quality Management (TQM) probably has as many definitions as advocates. Try: "fitness for use," "customer service," "meeting customer expectations," and "conformance to requirements."

"Quality gurus" preach different approaches to quality but all have some common features:

*Quality costs less.
*Prevention is superior to detection.
*Management must be actively involved in quality improvement—not just making delegations to the troops.

IBM, Toyota, Corning Glass, Xerox, 3M, Florida Power and Light, and branches of Internal Revenue Service have used TQM. All shared a concern about losing business because of customer dissatisfaction. They saw a need for an integrated systematic management approach to problem solving. An approach that improves product quality, customer satisfaction, internal/external communication, employee morale and strategic planning. TQM offered these companies the desired outcomes.

For the same reasons, Region 4 has decided to adopt TQM. A guiding body called a Quality Council has been appointed. It will work to develop the outer fringes—the border—of how the TQM system will work for us. But, ultimately, all Region 4 employees will be involved as they help shape quality products. More information on TQM in Region 4 can be found on pages 2 to 7 and, in future issues of the "Intermountain Reporter," there will be articles explaining TQM in more depth. The TQM image will unfold.

TOTAL QUALITY MANAGEMENT

"The Right Piece in the Right Place the First Time," An IRS Philosophy

For the taxpayer, the Ogden Internal Revenue Service Center is different than it was 3 years ago.

In that not so distance past, a taxpayer dialed the IRS number in the phone book and got a recording. Now there's a centralized phone bank with operators who put the inquiring citizen in touch with an expert who has the needed answers.

There used to be a locked gate and guard that kept nonemployees off the grounds of the security-conscious Center, where 5,700 employees process millions of income tax returns every spring. Now, the gate is open and there's a Taxpayer Assistance Booth in the front lobby.

Slogans, framed photographs of "Quality Champions," plaques and other visible reminders keep the quality message before employees at the Ogden IRS Service Center.

"Even though we are a processing center, people came to the front door," explains Melba Lucas of IRS Taxpayer Relations. "The director said we won't turn them away."

This new emphasis on customers, not just getting the job done faster, is part of Quality Improvement—the Ogden Service Center emphasis since 1986. The quality effort also has benefited "internal customers," employees inside the Center, in the way people do their jobs, relate to each other, manage the work, and solve problems.

In the early 1980's, IRS was "struggling to keep pace with its own rapid growth and advancing technology," says Center Director Bob Wenzel. "Chronic problems existed because of a 'quick fix' approach to solutions. Communications between functions and managers were strained . . . Many employees were aware of problems but were reluctant to bring them to the attention of their managers. Realizing a change was not only desirable but essential, key managers began researching ways to improve quality."

They chose TQM, a system widely used by the private sector. The choice was made because TQM: is a structured approach to improving quality; can be built into systems and procedures; involves all employees; and both taxpayers and fellow employees are served. Ogden IRS bought a training program from quality consultant Dr. J.M. Juran and began to implement TQM principles. A Quality Council of top managers directed the effort; problems to solve were solicited from middle managers; and small Quality Improvement (QI) teams used Juran's problem-solving methods. Since then several dozen QI teams have implemented ideas that have saved more than $3.5 million, Director Wenzel estimates.

What is the cost? "Time," responds Quality Council member Max Poppleton. "The first resistance from my managers was 'I don't have time to do this. There's not enough time to do my job as it is.' After they got into it . . . they began to see there was a payoff."

Poppleton's division took on a "quality project"—figuring the best way to schedule training rooms and conference space. "We took a very simple problem and agonized for six months."

He advises managers exploring TQM to first make sure they get themselves involved . . . (to) develop empathy for the team process."

Also, a new perspective is essential. Poppleton says IRS officials had studied Tom Peters' "Toward Excellence" program the year before they took on TQM. "That laid the groundwork. Before Peters, most of us didn't care about customers," Poppleton said. "He tied successful organizations to things that made sense: customer service, a quality product."

One project that improved the quality of letters back to taxpayers has saved $27,000 the past year and, more dramatically, has improved IRS service to literally thousands of taxpayers.

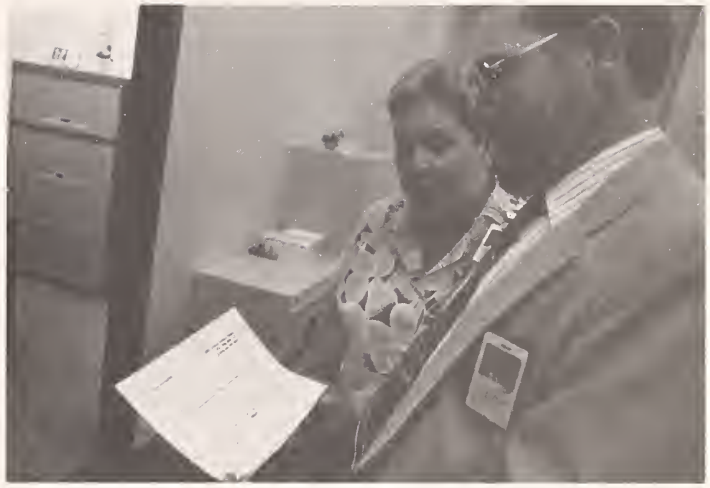
Adjustments manager Debbie Smedley, project team leader, says the upfront cost was almost two years of frustration. Since her team was one of the first, it tried to apply abstract problem-solving principles direct from the Juran training program. (IRS now trains teams in its own problem-solving method.)

The problem—it turned out—was an "unworkable" correspondence system. "We didn't realize at first that we had the option of not using that system."

At that time, each tax examiner would analyze a case, make corrections and write a letter explaining the changes

TOTAL QUALITY MANAGEMENT

The Service Center has become more "customer oriented" as part of quality efforts. Where taxpayers were once kept out of the security-concious Center with locked gates and guards, the doors are now open and a Taxpayer Service booth provides information and assistance to those with tax return questions.



Two Quality Assurance employees examine a graph which shows measureable improvements the Ogden IRS Center has made in processing tax returns. The Center has saved an estimated $3.7 million since it implemented Quality Improvement.

on a computer. The letter printed somewhere else "and they never saw the final product."

Smedley's group proposed testing a new system. Tax examiners would make adjustments at their desks, and send the draft letter to a typist to be finalized on a word processor. The letter was then returned to the examiner for review and signature. In the two test areas, error rate dropped from 40 percent to about 9 percent. And quality, how well the case was handled, improved more than 200 percent.

Why did quality improve? "Ownership," says Smedley. Tax examiners saw the final products and signed their letters. And typists became part of a team—not just part of a typing pool.

"The intangible benefits are almost impossible to assess," she says. "But the value is there when hundreds of thousands of taxpayers get a letter signed by the person that sent it and with the correct action taken.

IRS adopted TQM nationwide in 1987, signing a joint agreement with the National Treasury Employees Union (NTEU), so that NTEU leaders serve on quality councils.

Employees have gotten involved because of TQM, notes Laura Stratton, local NTEU chapter president. Any employee can suggest quality improvements, employees nominate their peers as "Quality Champions," and teams usually are a blend of employees and managers. (Teams are selected from volunteers in the affected area who have expertise and a "vested interest" in the solution.)

The following quote from an IRS newsletter sums up the Service Center's philosophy of quality—Don't ask why, ask why not. Quality cannot be bought nor dictated; and prevention, not correction, is the key to success.

Doing a better job on letters explaining tax return adjustments to taxpayers was one problem solved through the Quality Improvement process at the Ogden IRS Service Center.

TOTAL QUALITY MANAGEMENT

Sometimes the Right Puzzle Piece is Elusive

The Region 4 Leadership Team formally adopted Total Quality Management (TQM) on May 4. But the groundwork was really laid back in December—or even back in the late 1970's, as people started looking for ways to do the job better.

In 1979, Region 4 District Rangers charted a course toward improving managment, dubbed "M.E. '80s" (Management Effectiveness for the 1980's). Then the Region created Delta Teams to assess and recommend futuristic solutions to existing problem trends. Recently, "Toward Excellence" and "In Search of Excellence" have provided many employees with new ideas on change; and Forests have leaped into customer service initiatives under the umbrella of the National Recreation Strategy.

Total quality can pull those initiatives together "so the herd is heading generally west," said Region 4 Quality Coordinator David Blackner. Dave has left his position as Director of Personnel Management for the time being to spearhead TQM. Dave said he is excited about the prospects for changing our organizational culture through TQM.

Regional Forester Stan Tixier first heard about TQM in December 1988 at the Regional Foresters/Directors Meeting with the Chief in Washington, D.C. There Paul Sweetland of the Federal Quality Institute (FQI) explained a federal effort to promote quality. Stan invited Paul to our February Leadership Team Meeting where it was agreed to assess TQM. With Paul Sweetland's help, a group of Region 4 facilitators developed a May workshop for the Leadership Team. After a week of "quality," managers were sold.

Paul is a former Supervisor of the Angeles and San Juan National Forests and a 28-year Forest Service veteran. He now serves as the Forest Service representative to the Quality Institute. The Institute was created to "develop an approach for federal agencies patterned after the successes of industry," Paul said in a telephone interview. The Defense Department, Office of Management and Budget, Office of Personnel Management, Social Security Administration, the Veterans Administration and Treasury Department officials also have representatives to the Institute.

FQI has three jobs: to raise managers' awareness of total quality management; to be something of a vendor for various quality consultants; and to serve as a resource center of TQM publications, videos, training materials and other aids.

Chief Dale Robertson and Associate Chief George Leonard were among early "quality " advocates in Washington, Paul noted. Now that the Institute is up and running, the Chief is assessing ways to build on the Forest Service's successful "pilot approach," and "bridge into TQM." Other Regions have expressed interest, Paul added, "but Region 4 is piloting. You are plowing new ground."

How Do We Find That Missing Piece?

Wilma Mathews, Manager of Public Relations Field Support to AT&T Network Systems, likes to cut through the technical language about quality in the workplace when trying to describe it. "You get quality," Mathews says, "by assuming the responsibility and authority for making sure the job gets done right the first time."

She is succinct when defining quality: "Quality is what the customer says it is."

"In the old days, quality was judged by the number of widgets that were defective out of every 100 produced," she explains. "Most businesses can't afford that luxury anymore."

"We can't wait until the end of the line to have someone tell us it won't work," Mathews says. "We have to focus on quality throughout the entire process of developing our product—and not just on the end result."

"One problem is that people don't ask customers, clients and bosses what their definition of quality is. Quality to one person might be getting out six different news releases during the year," she says. "But quality to the boss might mean getting a single story on the front page of a certain trade journal."

"You'd better find out what the various quality expectations are before launching a project."

Mathews says quality in communication results from spending the time needed in the beginning to make sure a project ends up working the way you want it to. She explains with a slogan from former AT&T Chairman Jim Olson: "Quality In, Quality Out."

"It's like having an attorney write a contract. You can have a contract quickly drafted with standard language and then spend years trying to get out of it or trying to work around it.

"Or," she continues, "You can spend the time up front, developing a contract that serves all parties and makes everyone's job easier in the long run."

"Most experts admit that quality itself is 90 percent the result of good communication."

From "Communication Briefings," Volume 8, Number 2.

TOTAL QUALITY MANAGEMENT

Study Brings Discernment

To learn more about Total Quality Management. Dave Blackner, Quality Coordinator, suggests reading the following. Books should be available at a public library or a local bookstore. Or the Federal Quality Institute Resource Center can loan you these as well as other publications on quality. To get an Institute brochure, write: Federal Quality Institute; P.O. Box 99; Washington, D.C. 20044-0099; Attention: Jeff.

- *"In Search of Excellence"* by Tom Peters and Robert H. Waterman—325 pages.
- *"Thriving on Chaos"* by Tom Peters—523 pages.
- *"Quality is Free"* by Phillip B. Crosby—290 pages.
- *"Quality Without Tears"* by Phillip B. Crosby—174 pages.
- *"The Art of Getting Your Own Sweet Way"* by Phillip B. Crosby—216 pages.
- *"I Know It When I See It"* by John Guaspari—78 pages.
- *"A Warm Fuzzy Tale"* by Claude Steiner—41 pages.
- *"Out of the Crisis"* by W. Edward Deming—492 pages.
- *"Analyzing Performance Problems"* by Mager and Pipe—141 pages (second edition).
- *"Quality Planning and Analysis"* by J. M. Juran—593 pages.
- *"Peacemaking: A Systems Approach to Conflict Management"*—246 pages.
- *"FPL Quality Improvement Program Guidebook and Roadmap"*—52 pages.
- *"The Deming Route (to quality and productivity)"* by William W. Schenkenback—145 pages.

Fitting Nicely Into Place

Region 4's Leadership Team has named a 10-member Quality Council to spearhead TQM. Membership includes the Regional Forester and Deputies plus representatives from each level in the Region. Council members were selected on the basis of their interest in TQM.

STAN TIXIER, Regional Forester, since 1982. Previously was Deputy Regional Forester for Resources in the Eastern Region. Past jobs include Assistant Director of Range Management Staff, Washington Office; Forest Supervisor, Sitgreaves National Forest (Arizona); and staff and Ranger jobs in New Mexico. Started his Forest Service career in 1959 on the Coconino National Forest. Has master's degree in range management.

Deputy Regional Forester for Resources Tom Roederer served on the Quality Council until his July 28 retirement. As part of his Acting Deputy Regional Forester duties, Ed Browning will serve on the Council until the Deputy job is filled. Actually, as Director of Minerals Area Management, Ed is already a member of the Quality Council. Ed has worked on 6 National Forests in Regions 2, 5 and 6. Has worked in 3 arms of the Agency—National Forest System, State and Private, and Research. Has a forestry degree.

CLAIR BEASLEY, Deputy Regional Forester for Administration, since June 1986. Formerly was Region 4 Fiscal and Public Safety Director. Previous assignments include Director, Management Systems, Eastern Region, and positions in the Washington Office, Southern Regional Office, and the Tonto, Santa Fe and Carson National Forests in Region 3. Worked for Food and Nutrition Service in Washington from 1972-74. Has a degree in accounting.

JIM NELSON, Forest Supervisor, Toiyabe National Forest, since 1982. Has been Deputy Forest Supervisor of the Allegheny National Forest (Pennsylvania) and held District Ranger positions in Colorado. Other assignments include Assistant Director of Information for Rocky Mountain Region and Program Coordination for the Pike and San Isabel National Forests, also in Colorado. Has a degree in forest management.

SUSAN GIANNETTINO, Deputy Forest Supervisor, Wasatch-Cache National Forest, since January; previously was Recreation Strategy Coordinator for Region 1 (Missoula, Montana). Started as seasonal on Cibola in 1974; worked on Lolo, Flathead and Beaverhead National Forests. Has worked as seasonal anthropologist for Department of Interior's Heritage, Conservation and Recreation Service in Anchorage, Alaska. Has anthropology graduate degree.

SHARON METZLER, Branch Chief, Recreation, Manti-LaSal National Forest, since January. Formerly was Archeologist/Dispersed Recreationist on Sawtooth National Forest. Has graduate degree in anthropology.

MARK JOHNSON, Montpelier District Ranger, Caribou National Forest, has worked on Ranger Districts at Mountain City (Humboldt); Ketchum (Sawtooth); and Carson City, (Toiyabe). Has range conservation degree.

DAVID BLACKNER, Interim Director of TQM, was Administrative Officer of North Tongass National Forest; Personnel Staffing Specialist, Washington Office; and Assistant Station Director, Intermountain Research Station. Has degree in personnel management.

JAN BOWEY, Range Conservationist, Palisades RD, Targhee National Forest, a Forest Service employee since 1988. Previously was Soil Conservationist for Soil Conservation Service in northeastern Montana. Has a range conservation degree.

A FULL-TIME STAFF OFFERS SUPPORT

A TQM Staff has been established to support the Quality Council. Within the staff, there are three full-time employees. Two others will keep existing titles and supervision in addition to their collateral TQM support duties.

The role of the TQM staff will be to screen outside sources for ideas and tools. Staff members will help the Quality Council assimilate ideas and techniques from the best management "gurus" and industry successes.

FULL-TIME EMPLOYEES:

DAVID BLACKNER, Interim Quality Coordinator, also serves on the Quality Council (see previous profile). Has temporarily vacated his position as Director of Personnel Management to serve as Interim Director of the TQM Staff.

MELISSA BLACKWELL, Interim Assistant Quality Coordinator, has been serving as the Resource Assistant in the Ogden Ranger District of the Wasatch-Cache. Eight of her ten years with the Forest Service have been as a Soil Scientist. Has a degree in soils science.

LISA G. JACKSON, Office Management Assistant, has been with the Forest Service for four years, all in the Fiscal and Public Safety Staff in the Regional Office. Previous job was with the Bureau of Reclamation. Attends classes at Weber State College.

EMPLOYEES WITH COLLATERAL DUTIES:

A.J. SKEEN, Continuing Education Program Manager, since March 1986. Previously worked 15 years in Training for Internal Revenue Service (IRS). Before coming to work for the Forest Service, was Program Manager for Management Training for the IRS in San Francisco Regional Office. Has a master's degree in education.

JIM SUHR, Methods Engineer, has developed and piloted several Region 4 courses including the Choosing by Advantages (CBA) program used in many decisionmaking processes. Has a degree in civil engineering and has done graduate studies in management education development.

TOTAL QUALITY MANAGEMENT

Piece by Piece . . . Area by Area

The Quality Council first met on June 16 to set a meeting schedule and discuss how to "empower employees to do the job" and fix problems despite the system. Key decisions and discussion items were:

1. STAFFING: A TQM Staff was created to support Council efforts. Full-time Staff positions include a Quality Coordinator, Assistant Quality Coordinator, and Office Management Assistant. Two other employees with collateral duties were assigned.

2. FUNDING: The Regional Office will cover operational costs for the Quality Council and TQM Staff this year (fiscal year 1989). Operating and travel costs for the TQM Staff and "commuter costs" for nonlocal Council members to attend monthly meetings are estimated at $45,000.

3. THINGS TO GIVE UP: The Council also assessed a "Things to Give Up" list developed at the May Regional Leadership Team meeting and agreed to:

—Cancel all general management and Regional Office staff reviews for FY 1990. Instead, the Council will consider how to effectively review for quality, said Regional Forester Stan Tixier, who suggested the moratorium. "We'll also ask the Washington Office to postpone reviews of our Region unless we request them," Tixier said. Regional Office Staffs will only make functional assistance visits at the request of a Forest that needs coaching to resolve on-the-ground issues or technology transfer.

—Cancel all functional information-sharing meetings for FY 1990. Instead, Region 4 will host one multifunctional symposium for several hundred employees in the spring of 1990, said Clair Beasley, Deputy Regional Forester for Administration. "The symposium will focus on quality, diversity and communication."

This means workshops and technical skills and other specific training planned for the year will continue. Both Deputy Regional Foresters will review and kick back all meeting proposals submitted for inclusion in the 1990 Training and Meeting Guide that do not meet the above criteria.

—Other items to "give up" are the Geographic Information Systems (GIS) and Delta Teams. These efforts will be reviewed through the quality effort, the Council agreed.

4. COMMUNICATION: Opening up communication and "bringing the workforce along with us," was a key concern of Council members. They agreed to issue a monthly report on Council activities to all employees. Cindy Chojnacky, Regional Communication Coordinator, was assigned as the Quality Council "voice." She was asked to help develop creative ways to open two-way communication between the Council and Region 4 employees.

"I'd like to see us have a big startup meeting in the fall that involves all employees to show them that this project belongs to us all," suggested Jim Nelson, Toiyabe Forest Supervisor and Council member.

"If it doesn't belong to every employee, it will fail."

"A field perception on Quality is voiced by Jan Bowey, Range Conservationist, Palisades Ranger District" . . . this may come down as far as the Ranger, but it will never touch me."

5. QUALITY COUNCIL ROLE AND VISION: Empowering employees to serve their customers—inside and outside the Agency—was one role Council members concurred on. But they also agreed on the need to develop a shared vision of "quality" before they could fully develop the role of the Council. A subcommittee is working on a vision statement based on the group's divergent ideas.

Jim Nelson said the quality effort needs to focus on organizational problems that get in the way of the job. The Forest Service has two roles—to deal with Congress and do the work on the ground. "Everything between the two roles is what we have created. I'm only interested in TQM if we're willing to deal with 'the stuff in between.' "

Deputy Regional Forester Tom Roederer said the Council's job is to help employees figure out what's wrong so they can fix it.

Field employees don't feel they have the power to fix it, commented Sharon Metzler, Manti-LaSal Recreation Branch Chief.

Beasley said some Forest Supervisors may see TQM as a rigid, top down "quality control" where Regional Office analysts measure field efforts against artificial standards. It's almost the opposite. "We need to get our people to recognize what is important to their customers and then give them the power to improve that part of their job. . . . Part of empowerment is enlightening people so they can make changes."

"It's easy to come up with ideas—the rub is understanding how to implement them and make them happen," said Susan Giannettino, Deputy Forest Supervisor, Wasatch-Cache National Forest. "We have to go beyond an 'atmosphere' that encourages creativity. We have to coach, provide the resources and tools and empower the employee to fix the problem and set priorities.

"You need to balance and blend customer service and quality," said Tixier. Take the task of routing notes from an important meeting. If the notes were high quality but routed next year, customer service suffers. If the notes were timely, but sloppy, you have customer service at the expense of quality.

The Council agreed that its role/vision would consider the following:

- Work environment - Failure is O.K.
- Empowerment - Encourage questions and change.
- Facilitate customer satisfaction.
- Employee involvement.
- Value diversity of ideas, approaches, and experiences.

6. FUTURE DISCUSSION: Future items for Council discussion include:

—How to expose Quality Council members to new ideas. "We need a paradigm shift to reevaluate our processes."

—"Grass roots" initiatives that are underway, such as the Front Liners Project. Adopt them as TQM projects or have them operate independently?

—Routine "live with" hassles that undermine "empowerment." What is the best way to promote "champions of change" and publicize small successes in beating "the system."

—Ways to help each employee recognize, serve and fight for his/her customer, including internal ones.

Discretionary time problems. No one "has time" to think creatively about how to do the job better.

How Council members can stop being "stoppers" who pass on the hassle without thinking creatively about how to do it better.

Bringing the workforce along with the TQM effort. How best to communicate and learn together.

TOTAL QUALITY MANAGEMENT

Shapes Up

At its second meeting on July 27, the Region 4 Quality Council took the following actions:

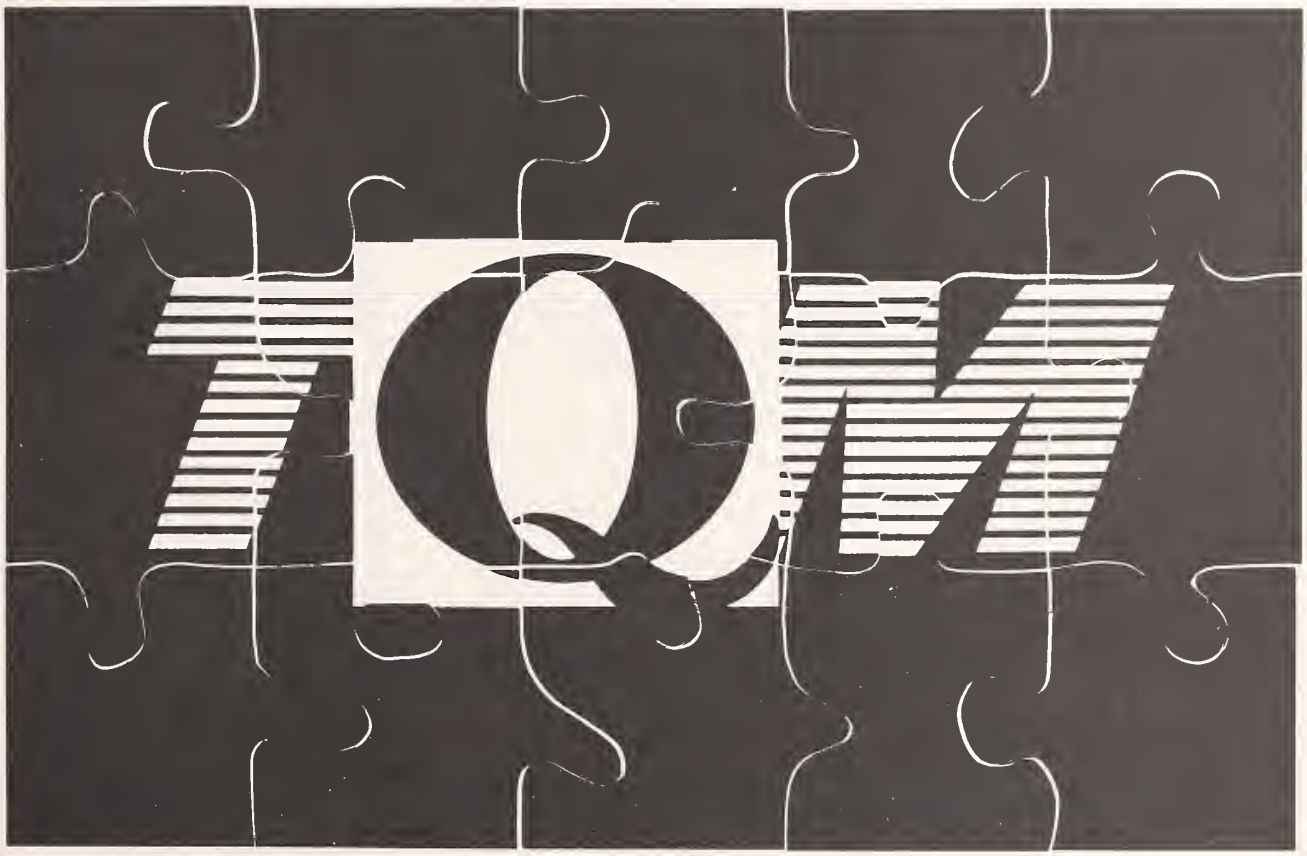
1. INITIATED QUALITY TEAMS: The Council named the Region's first Quality Improvement Process (QIP) Teams to improve the quality of: (1) National Environmental Protection Act (NEPA) implementation and (2) "Front Liner" public service. Both projects are already underway but will take new form under the Quality effort. QIP teams and facilitators will be trained in quality, problem solving and other techniques while working closely with the Quality Council to propose, test and solve these Regionwide opportunities.

The NEPA project is an outgrowth of a national effort. Originally, the plan was to have a cadre train employees in doing better, more legally airtight, environmental impact statements and other NEPA documents. Under the Quality banner, the NEPA QIP Team may look at underlying causes of poor quality NEPA work before training is implemented. The Front Liner project has four teams underway to recommend and test viable job descriptions, education and information networks for "front line" public contact employees, customized customer awareness training and redesign for individual Forest Service units. Each "Front Liner" team will now become a QIP Team. The Council also named a subcommittee to develop QIP Team procedures and assigned a Council member as liaison to each QIP Team.

2. DISCUSSED TRAINING STRATEGY: The Council directed the TQM staff to investigate various "quality" consultants and training programs. The staff should make recommendations at the August meeting for two kinds of training: (1) education to bring Quality Council members up to speed on Quality and (2) a series of field-level workshops, facilitated by Council members, on how to make unit-level quality improvements. A subcommittee of Council members was named to work with the TQM Staff on workshop design.

3. CLARIFIED VISION: The Council spent some time fine-tuning a draft vision statement. The Council's "picture," somewhat paraphrased, is one of Forest Service people who recognize they can make a daily difference on the job, and whose quality work is endorsed by the public they serve. Components include employees, a work environment where innovation is celebrated and learning encouraged, strong customer orientation and land ethics, an all-employee involvement and diversified workforce. A subcommittee will finalize the vision statement and present it at the August Council meeting. It will be included in a later Intermountain Reporter.

TQM articles written by Cindy Chojnacky, Information Officer (RO).



Regional Forester's Message

The Secretary of Agriculture and Forest Service management have made some strong policy statements recently on the unacceptability of sexual harassment. The Department of Agriculture defines sexual harassment as "deliberate or repeated unsolicited and unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when the employee's response to such conduct is treated as a condition of employment or the basis of employment decisions; or when the conduct unreasonably interferes with work performance or creates a hostile or abusive working environment." Department policy is that sexual harassment will not be tolerated, and that managers and supervisors who tolerate it or fail to respond to reports of it will be disciplined.

I recently listened to an excellent presentation on our legal responsibilities in adhering to this policy. It was all very logical and reasonable but I kept thinking that the crux of the matter is that we should avoid sexual harassment because it is not right, it is not ethical and it is not tolerable. It's also unprofessional.

I define sexual harassment as any unwanted attention. I don't think it is always intentional. People interpret things differently. While some are comfortable with informality, for instance, others might read sexual overtones into it. I would say that if you have doubts about whether your behavior is acceptable, you'd better stop and reconsider if it could be interpreted as offensive. The key is to treat others as professionals with consideration for their rights and perceptions.

You may be surprised to find out that those doing the harassing are not just men. We have some male employees who are not comfortable with the overt, aggressive action of some women with whom they work; but they don't know how to deal with it. Women may be willing to report harassment but men may not.

My stand is that if you are a victim of this unprofessional behavior, or see someone else doing it, report it. You are doing the outfit a favor.

Stan

J. S. TIXIER
Regional Forester

Editorial Policy— *Intermountain Reporter*

The following editorial policy reflects the Regional Forester's desire to produce a quality Regional newsletter that enhances internal communications and helps make the Intermountain Region a good place to work.

1. Articles in the Intermountain Reporter will feature people.
2. Each issue will attempt to contain something about each National Forest within the Region.
3. The Regional Forester's message will express his current feelings regarding situations within the Region.
4. The content of the Reporter will be consistent with Forest Service policy.
5. All submissions must be delivered to the Editor by the 10th of the month prior to the desired publication date.
6. Articles should be sent to the Editor on DG (Editor:R04A). Photos to accompany text may be sent to the Editor separately.
7. Articles should not exceed 800 words in length.
8. Photos should be black and white.
9. All articles are subject to editing.
10. Not all articles that are submitted will be printed.
11. The Editor has final say over content.

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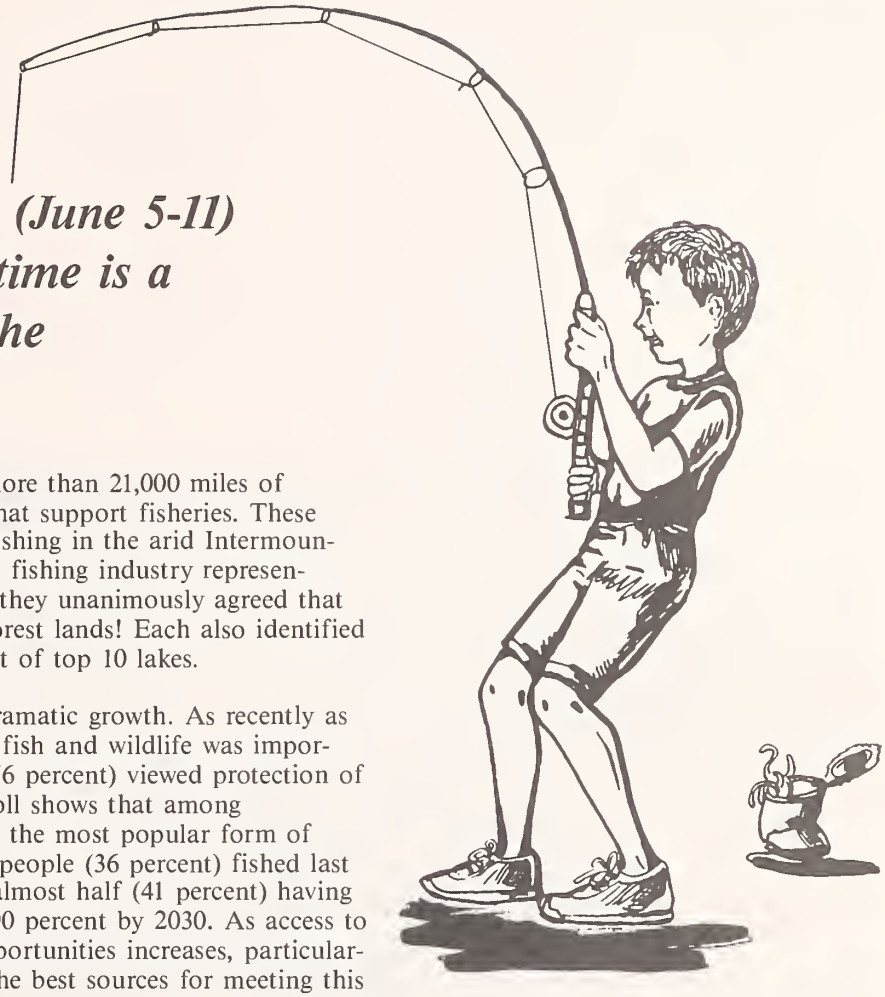
Colleen Anderson, Editor
Susan McDaniel, Design and Layout

Waiting for a Jerk at the Other End



National Fishing Week 1989 (June 5-11) has come and gone but anytime is a good time to go fishing in the Intermountain Region.

How good is it? The Intermountain Region has more than 21,000 miles of stream and 160,000 acres of lakes and reservoirs that support fisheries. These National Forest waters provide some of the best fishing in the arid Intermountain states. In a recent interview of two prominent fishing industry representatives in Utah and the State's Chief of Fisheries, they unanimously agreed that the top 10 streams in the State are on National Forest lands! Each also identified six National Forest lakes and reservoirs in their list of top 10 lakes.

Generally, public interest in fisheries has shown dramatic growth. As recently as 1981, only 55 percent of the public felt protecting fish and wildlife was important. In 1988, nearly half again as many people (76 percent) viewed protection of fish and wildlife as important. A recent Gallup Poll shows that among Americans, fishing is second only to swimming as the most popular form of outdoor recreation. More than one of every three people (36 percent) fished last year. For men, the statistics are even higher with almost half (41 percent) having fished last year. Anglers are expected to increase 90 percent by 2030. As access to private land decreases and pressure for fishing opportunities increases, particularly near urban centers, the Forests will be one of the best sources for meeting this need in the 21st Century.

Although interest in cool-water and warm-water fisheries is growing in the Intermountain Region, trout, char and salmon still capture most of the attention and effort of the sport fishing public—and that effort is substantial! Recent records indicate that about 28.7 million hours/year are spent fishing the Region's waters. Annual expenditures associated with fishing on the National Forests have been estimated to exceed $250 million. Those expenditures resulted in 6,800 jobs and generated $6.3 million in fishing license revenues, $15.0 million in sales tax, and $4.2 million in income tax to the States in 1985. By comparison, an estimated 4,800 jobs and $96.4 million in income was generated by timber harvest on the Region's National Forests in 1988.

Grab a friend and fish your Intermountain National Forests with pride!

Harvey L. Forsgren
Fisheries and Wildlife
Regional Office

Service, Skills and Style Theme for Public Affairs

"We will be changing the nature of the public affairs organization," said Susan Hess, our Washington Office Director of Public Affairs, at the annual meeting of Region 4 Public Affairs Officers (PAO's) on April 24 to 28 in Jackson, Wyoming.

This set the tone for the conference, as presentations repeatedly emphasized the need for "One Clear Voice" to build a positive Forest Service image and advance public affairs efforts.

As a kickoff, Region 4 Information Director Pat Sheehan and Bridger-Teton Forest Supervisor Brian Stout welcomed the group to Wyoming and the Spring Creek Resort Conference Center.

Earl LaOrange, Marie Davis and Velta Davis make their way up the Yellowstone Trail.

A snowy stop in Yellowstone during the tour that was part of the 1989 Conference of Public Affairs Officers.

Then Pat Jackson of Jackson, Jackson and Wagner, an eastern public relations firm, launched into a rousing full-day workshop on the practice of public affairs. Jackson said marketing the Forest Service would require sales support, firm public policies and organizational effectiveness. "Establish the bounds of integrity within the organization," he advised.

He said we must clearly define and understand the customers we are serving and painstakingly analyze their needs. According to Jackson, facts are the clincher to marketing but should be presented properly. "Facts have their place but lay the groundwork so people will hear them!" he said.

Jim Griffin, Assistant Manager of the National Elk Refuge in Jackson, gave a running narrative about this special area during the next day's bus tour. The adventure continued with a snowy show-me trip through Yellowstone National Park. There Park Naturalist Carol Snively helped explode the myth of "total destruction" with an informative talk on the post-fire conditions of the national treasure. Observance of abundant amounts of buffalo, elk and many species of birds in the Park was testimony to this, as was the obvious mosaic burn which left ample areas of green. Snively explained the Park Service public information and tourist publicity programs related to the "great historic burn of '88."

Thursday's schedule included: Mike Field, State Director for Senator James McClure (Idaho), whose subject was "Inquiries: Serving the Congressional Customer;" Ed Riddell of Riddell Advertising and Design, gave "Ad Agency Tips for Creative Communications;" and Nancy Williams, Utah State University Communications Professor, gave instruction on "Strategic Writing."

The Greater Yellowstone Public Affairs group, which was meeting at the same location, joined the afternoon session on the subject of fire. Leading off, Ed Waldapfel, Sawtooth PAO, reviewed

the Yellowstone fires. He was followed by Steve Arno, Fire Research, Intermountain Station, who gave a slide presentation explaining how the processes of fire research relate to forest management. Later, a lively discussion took place with five media representatives expressing their thoughts about obtaining closeup access to fire sites and getting complete accurate information from Fire Information Officers. Opinions, instructions, pictures and a video were shared by the media group and they fielded some pointed questions from the audience.

Public affairs ideas and projects were shared at an evening session titled, "What Works and What's Hot," facilitated by Mark Van Every, Bridger-Teton National Forest, and Merle Young, Ashley National Forest. The remarks by Marie Davis, Targhee National Forest, were frank and open as she discussed serving the special visitor and recognizing, understanding and hiring the physically impaired. In an open forum, brochures, maps, special publications, videos and strategy were demonstrated and discussed by the PAO's.

In the closing hours of the conference, Brian Stout talked about "Communication Service in the Greater Yellowstone Area." Brian was followed by Susan Hess who made the optimistic projection that, "Budget cuts are a big issue, but we will continue building the Forest Service image and expanding our skills and opportunities by careful planning and setting priorities."

Susan explained the reorganization plan for the Washington Office Public Affairs Office which will affect PAO staffs throughout the Forest Service. "The plan includes making two divisions of Public Affairs," she said. "One division will be the process, or program management, and the other will oversee products production."

The participants left the conference with optimistic hopes for a new direction and the message, "One Clear Voice," ringing in their ears.

Merle Young
Public Affairs Officer
Ashley National Forest

Directors—Pat Sheehan (Regional Office) and Susan Hess (Washington Office)—discuss the changes in the public affairs organization in the Washington Office.

No time for lunch? Public Affairs Officers eat while touring the visitor center at Canyon Village—that's either dedication or the visitor center offered shelter from the snow.

Bruce the Moose, the Conference mascot, is held by speaker Pat Jackson. Jim Unterwagner and Andy Godfrey look on.

1989 Public Service Appreciation Week

"The size of the crowd was amazing at the Public Service Appreciation Day on Saturday, May 6," said Wally Shiverdecker, Public Affairs Officer in the Regional Office. Wally, Fran Reynolds, INT Station Public Affairs Officer, and Caroline Wraith and Brenda Hansen, Ogden Ranger District Information Assistants, all served on the interagency/community planning committee for the 1989 Public Service Recognition Week. Over 16,000 people attended the all-day Saturday function at the Weber County Fairgrounds in Ogden, Utah. The festivities were to show appreciation to local public servants at all levels.

Entertainment ranged from cloggers, to Blue Grass bands, to rides for both children and adults. Capping off the day's activities was a tasty "down home" type of dinner served by the Weber Basin Job Corps and the presentation of the Employee of the Year Award to an employee selected by each agency. Our Forest Service Employees of the Year are shown on page 13.

Nearly every agency had booths and static displays to assist the public in understanding the public work force.

An example of the fun events was the now infamous "pig wrestling" contest—only one of the interagency competitions that went on.

The squeeling, squirmy swine await their moment to be "on stage."

They look as if they're having fun after successfully getting their pig caught with bare hands and stuffed, bottom side first, in an upright barrel within 1½ minutes. Let us introduce you to our Forest Service women mud wrestlers as they celebrate their moment of victory—(left to right) Liz Branscome, Lucy Kelley, Liz Close, Sue Preece, and Lynda Aoki. The little porker that challenged them weighed 150 pounds. Our pig stuffers didn't win any prize money but they came close. The phrase, "above and beyond the call of duty," now takes on a new meaning.

Tina Mildon, Procurement Assistant, Regional Office Administrative Services, enjoys Public Service Appreciation Day with two of her sons.

Three Outstanding Forest Service Employees Recognized During the 1989 Public Service Recognition Week

An "Outstanding Employee" was selected from the Regional Office, the Intermountain Station and the Ogden Ranger District and all three were honored, with other federal employees, at the May 6 award ceremony that was part of this year's Public Service Recognition Week. The accomplishments cited certainly support the selections.

VERN FRIDLEY, REGIONAL ENVIRONMENTAL EDUCATION OFFICER

Children are the future of America. Through his job, Vern is a catalyst in seeing that it is a good future, at least as far as natural resources are concerned. Vern works with national organizations, educators and individuals in many environmental education efforts which include conducting four major workshops annually. The participants for three of those workshops are youth leaders—teachers, Scout leaders, etc. The Gooseberry Workshop is for elementary students with parent involvement. The workshops are aimed at helping children develop and maintain a take-care-of-the-land ethic as they mature and become responsible adults.

Vern Fridley.

Vern is held in high regard by his peers, both within and outside the agency, and they rely heavily on his expertise in meeting facilitation, public involvement, and natural resource education matters.

Vern's hallmark is his enthusiasm and dedication to whatever he does. That is highly visible whether he is working with educators, contractors, fellow employees or consultants. Individual requests from the public for equipment, materials or assistance are always met even if it means off-hours arrangements.

Vern has been involved with environmental education and national public involvement efforts for about 30 years, serving in his present capacity in Ogden since 1972. The teaching aids he has developed, the motivating "flavor" of his workshops, his organizational abilities and other aspects of his work consistently reflect initiative, imagination and, most important, results.

RITA KENNEDY, EQUAL EMPLOYMENT SPECIALIST FOR INTERMOUNTAIN STATION AND REGION 4

"She's the most gracious person, responsive to the needs of others and full of initiative to get the job done." That's the way Curt Peterson, former Director of Civil Rights, describes her. "Excellent cooperative spirit. She's willing to take on any task, and she works hard for the community, as well as on the job," adds Assistant Station Director John Destito.

Rita Kennedy.

Those are the qualities that led to Rita's selection as INT's Ogden Employee of the Year. Rita has worked for 5 years as an Equal Employment Specialist in the Civil Rights Office, which serves both INT and Region 4. She oversees special emphasis programs for Hispanics and women and served for 3 months as the Acting Civil Rights Director.

Rita is just as busy off the job. She works with community childcare projects and minority youth programs. She also provides career counseling for minority youths and women.

SALUTE TO SCOTT LAYTON, LEAD FORESTRY TECHNICIAN, OGDEN RANGER DISTRICT

(Photo not available.)

Scott Layton has one of those jobs that make most people want to work for the Forest Service. As a lead Forestry Technician, Scott gets to spend most of his days out working on the land, getting his hands dirty and making things safe and convenient for visitors to the District.

Scott has spent the last 12 years on the Ogden Ranger District working in developed recreation maintenance and as a Snow Ranger. His love of the outdoors and desire to serve people are the reasons he chose a career with the Forest Service. Scott's job includes management of 23 developed recreation sites, Pineview and Causey Reservoirs, Snowbasin Ski Area, and administration of summer homes and youth camps.

Scott's personality is well suited to the demands of a job this size. Last year, the Ogden Ranger District hosted close to a million recreation visitor days (RVD=1 person for 12 hours). To deal with this many people year after year requires a great deal of patience and dedication. Scott looks at each day as a challenge to do the job more effectively and make our customers a little happier.

Scott is a native of Huntsville, Utah, and he is active in his church and local government. Whatever he is involved in, he is a perfectionist. When you encounter Scott out in one of our campgrounds, he will be working harder than anyone on the crew and his smile will be a mile wide.

Review Fallout . . .
Fish and Wildlife "On a Roll"

For many years, fish and wildlife were just things that lived on the Forest. Occasionally, efforts would be made to improve living conditions for selected species. In the 1970's, a significant number of biologists were hired by the Forest Service. During the period that followed, many considered the biologists' efforts as constraints to those doing the real job. Then, starting about 1986, following a Fish/Wildlife Program Review, changes began to occur.

Responding to a major finding of that Review—that there was insufficient priority and absence of direction for fish and wildlife, Forests began to develop definitive programs to implement the goals and objectives of Forest Plans. To date, 12 of our 16 National Forests have developed a program. Line and staff on those Forests with well-defined programs have been able to articulate a course of direction. Ownership in the program developed from the ground up, including support from cooperators such as the State Departments of Fish and Wildlife.

From 1986 to the present, other timely events have been taking place which give impetus and support to the fish and wildlife program:

1. Challenge Cost Share is a Senate-directed and -funded program for involving the public in fish and wildlife management through partnerships with the Forest Service. In FY 1986, the Region had three partners but by FY 1989, this had grown to 76. All Forests in the Region have been involved in this endeavor. Contributions from our partners for surveys and habitat improvement work exceeded $1.6 million during this period.

2. A very strong continuing education program has been established nationally in the fish and wildlife area. In FY 1989, 17 individuals from Region 4 have attended one of five 2-week short courses provided by eight universities across the Nation. Subject matter included "Leadership and Communications," "Wildlife Habitat Management," "Fish Habitat Management," "Resource Policy, Values, and Economics," and "Managing Forest Structure and Composition." Each student entering the program was expected to attend at least three of the five modules.

3. Congressional appropriations for Forest Service fish/wildlife programs have increased from $38 million in FY 1987 to $65 million in FY 1989, with expectations of $90 million plus in FY 1990.

4. To increase program emphasis and better serve the public, Forest Supervisors in Utah and Nevada are developing a State fish/wildlife initiative patterned after the Utah Recreation Initiative.

5. Nationally, the "Rise to The Future" program has provided emphasis to the fisheries resource while "Get Wild" is emphasizing areas of the wildlife program. These two efforts have received considerable congressional attention and have contributed toward our rising level of funding.

6. The threatened, endangered, and sensitive (TES) plant and animal program has increased to where most Forest budget submissions are being funded. The Region has recently completed action plans for TES plants and animals, identifying program emphasis areas and responsibilities.

Yes, the fish and wildlife program is on a roll; definitive programs of work are being developed, funding is increasing; the fish/wildlife program is beginning to attain parity; and, of even more importance, we are better serving increasing public demands for fish and wildlife.

The future is promising.

Ron Burraychak
Fish and Wildlife Program
Plans and Budget Coordinator

A Note of Appreciation

June 30, 1989

Forest Service
324 - 25th Street
Ogden, Utah 84401

Gentlemen and Ladies:

I would like to take this opportunity to express on behalf of the Ogden Area Community Action Agency our gratitude for your support and donation to our recent Arbor Day (tree planting) celebration.*

Your donation of two flowering crabapple trees was really appreciated. We planted them in front of our main entrance. Here, all who visit our facilities will enjoy these lovely trees. We have acknowledged your organization's gift in our agency's June publication . . .

Once again, thank you so very much for your assistance and donation to our agency.

Sincerely,

/s/ Doretha Keeling
Planner

**The Ogden Area Community Action Agency serves the disadvantaged and minority community within Weber County, Utah. With Vern Fridley, Regional Environmental Education Coordinator, as the motivating force, the trees were donated from the Regional Information Office.*

Boat Docks to Improve Service to the Public

The Ashley National Forest and the Colbran Job Corps Center in Colorado recently completed new boat docks for the Flaming Gorge National Recreation Area.

The design and material were provided by the Forest Service and the Job Corps constructed the boat docks. The partnership resulted in significant savings to the Ashley National Forest and offered Job Corps students experience in building facilities that will be used by the public.

The boat docks are one of the projects geared toward improving public service under the "Showcase Management" Initiative.

Other "Showcase Management" projects for the Flaming Gorge National Recreation Area are in the planning and development stages. One of these, which is particularly unusual, is floating campgrounds that will be located on the water of the Flaming Gorge Reservoir.

Alan Baird
Ashley National Forest

Boat docks are transported to the Flaming Gorge NRA.

Waiting to be installed at Flaming Gorge are boat docks that were designed and constructed as a co-operative project between the Ashley National Forest and the Colbran Job Corps Center in Colorado.

The Russians Came

On May 21, the Wasatch-Cache National Forest hosted at least 30 Russians at a picnic. These Russians are Inspectors who are part of the On-Site Inspector Agency working with Morton Thiokol and the INF Treaty.

In addition to "breaking bread" together, the Inspectors, Morton Thiokol hosts and Wasatch-Cache personnel exchanged badges, pins, and books from both countries.

Representing the Forest were Dick Kline, Public Affairs Specialist, Kathy Jo Pollock, Jeanny Kim and a furry friend, who proved to be quite a hit. Smokey personally extended a Forest Service welcome to these guests.

Through the courtesy of a translator, the Inspectors expressed that they were most impressed by the "high mountain peaks, bountiful skyscraping trees, and lush green vegetation abundant in the Forest."

Jeanny Kim
Wasatch-Cache National Forest

Smokey greets a Russian Inspector. The gent in the Forest Service uniform is Dick Kline, Wasatch-Cache Public Affairs Officer. The moving and speaking force of Smokey is Val Bulow, volunteer for the Salt Lake Ranger District.

FOREST NEWS

Sawtooth Forest Paves Way for Disabled

Twenty-five years ago when Karleena Hills went on a family outing to Harrington Fork Picnic Area, she was restricted to the area beside the family car. Karleena's wheelchair could not operate on Forest paths.

In June, Karleena returned to Harrington Fork. This time, she was able to participate in a special guided tour of the site because the Sawtooth National Forest had made recent improvements worth more than $100,000. During this visit, Karleena found barrier-free access for people who are mobility impaired. Changes have been made so a person who requires a walking aid or a wheelchair can use the tables, fire rings, grills and restrooms. Nearly one-half mile of pathways have been paved to and through the picnic area and along Rock Creek.

Harrington Fork Picnic Area is located in Rock Creek Canyon on the Twin Falls Ranger District, approximately 25 miles south of Twin Falls, Idaho. On June 22, the District hosted a special grand opening of the renovated site. City and county officials, local congressional representatives, members of the Idaho Disabilities Coalition (IDC) and local media joined Sawtooth employees for a "show-me" tour.

Forest Supervisor Ron Stoleson, District Ranger Don Oman, and other Forest Service personnel were on hand to explain and highlight the facelift at Harrington Fork. At the end of the tour, the Twin Falls District served a special celebration cake in one of the group picnic areas.

The Harrington Fork renovation is one of many projects the Sawtooth National Forest is undertaking to make Forest sites barrier free, thanks to some invaluable assistance from the IDC. Members of the Coalition have worked closely with Forest Designers Brent Thomas and Bob Wildman to ensure that proposed changes and projects will provide improved access.

Pam Heward, State Coordinator of IDC, explains, "It has been very helpful to go over plans with the designers BEFORE any construction begins. In this way, barriers can be eliminated while we are still in the planning stage."

Brent Thomas agrees, "Pam and other wheelchair users are helping us 'fine-tune' our designs, so that facilities will be barrier free. Sometimes, only minor modifications are needed, like the slope of trails or turning radius inside comfort stations—the difference between a site that is accessible and one that is not."

Nancy Taylor, member of Idaho Disabilities Coalition, casts her fishing line into Rock Creek near one of the special drop structures installed to reduce riparian damage.

Forest visitors Pam Heward (left) and Karleena Hills comfortably enjoy lunch at the new picnic table at the Harrington Fork Campground, Sawtooth National Forest.

"The real test though is when a wheelchair user comes to one of our sites," adds Bob Wildman. "That's when we know if we really did our job right."

From what can be seen at renovated areas on the Sawtooth National Forest, it looks as if the consulting is paying off in greater outdoor opportunities for physically-challenged individuals.

Pam Heward summed it up when she said, "That's what this is all about—opening up new avenues of opportunity for all Forest users, not just the disabled."

Barbara Todd
Public Information Assistant
Sawtooth National Forest

"Let them eat cake," said the Twin Falls Ranger District at the celebration of the reopening of the Harrington Fork Campground.

On My Honor . . .

"On my honor, I will do my best to do my duty . . . to my Country. . . ."

Fulfilling that oath, local Boy Scouts volunteered to help the Salt Lake Ranger District, Wasatch-Cache National Forest. In only one day, May 20, they cleaned up Spruces Campground, transplanted pine seedlings at Cardiff Fork in a burned area, and inventoried and picked up litter on hiking trails—all in Big Cottonwood Canyon. Cleanup work also went on at Tanners Flat Campground in Little Cottonwood Canyon where they installed some new fire rings.

National Forest lands provide quality outdoor opportunities. It takes all of us working together to ensure that the quality of the Forests remains for future generations to enjoy.

Cindy Doege
Salt Lake Ranger District

As part of an Eagle Scout project, Troop 589 plants lodgepole pine seedlings in an area burned by fire last year at Cardiff Fork, Wasatch-Cache National Forest.

Larry Bullock, Salt Lake Ranger District, loads equipment and tools used in Boy Scout cleanup at Tanners Flat on May 20.

FOREST NEWS

Smokey Bear pays a surprise visit to second-grade fire starter

Mitchell

Why would Smokey pay a surprise visit to a second-grade fire starter? Here's the story.

During the 1988-1989 school year, Barbara Sanders, Fire Prevention Officer for the Carson City Fire Department, taught students in kindergarten through second grade about fire prevention basics, including Smokey's Five Rules and how to "Stop, Drop, and Roll." At the end of the school year, Smokey visited the schools to follow up on earlier promises by the individual students "not to play with matches."

This is where I became involved. Smokey needed a little help to make these school visits with Barbara; I became his animator and voice. During a "bear break" in the teachers' lounge, out of the children's sight, a student's mother sought us out. She told us that her son, Mitchell, had been setting fires in their home. Nothing she had tried had had any affect on her son. Despite her efforts, he had set three different fires.

We asked about family conditions. Had there been a divorce; death of a pet, friend or family member; or any major changes that would affect his emotional state? The only unusual occurrence was that a grandchild, an infant, had come to live with them. Concurrent with that, Mitchell had watched while his older sister played with matches.

Mitchell had asked his mother to invite Smokey to his birthday party on June 3. This seemed totally inappropriate so we proposed that Smokey make a surprise visit to Mitchell prior to his birthday with the immediate family present. Rich Riolo, Nevada Division of Forestry Prevention Officer, made the visit with Smokey (me) and Barbara.

Mitchell was delighted to see us; he thought Smokey had come for a birthday visit. Mitchell's mood changed considerably when he realized Smokey had come on serious business. Barbara talked gently with Mitchell. She said that she had heard that Mitchell had broken his promise not to play with matches. Smokey reacted in a sorrowful manner and then indicated that he would accept a new promise if Mitchell truly meant to keep it. Mitchell made the promise.

Rich then told a story about a little boy he knew who played with matches in the living room while his parents slept. The father woke up and went to the living room where he found the curtains ablaze. He told his son to get his mother. The father called the fire department. The house was not severely damaged because of early detection but it really frightened the little boy and his parents. The boy was Rich's son.

Let me tell you, it is tough to be Smokey and cry at the same time.

We talked with the rest of the family, soliciting promises from each of them and some of Mitchell's friends who were there, never to play with matches. Barbara took Mitchell's sister aside and explained that big sisters become role models. Mitchell may have started the fires because he saw her playing with matches. The sister vowed not to repeat that act.

We felt that the effort was successful. Only time will tell whether it has changed Mitchell's behavior. From a hindsight perspective, if we had it to do again, we would set a date for Smokey to return to check on whether Mitchell had kept his promise. We have called to see how he is doing. Mitchell's mother reports that, to date, he has not repeated his fire activities.

Carol Burcell
Fire Prevention Officer
Carson Ranger District
Toiyabe National Forest

Smokey,
Thank you for
coming to my house!
I know now how
important it is Not to play
with fire! LOVE
Mitchell

Smokey received this thank you note on June 27.

The Fire Next Time

You could see the creases in the dust on boots freshly greased and carefully rubbed down for fire season. The slap of nylon straps being cinched down for a tight fit mingled with the soft clinking of gas and oil bottles striking metal snaps.

Radio traffic interrupting quiet conversations. Helicopters overhead, going to some urgent mission somewhere.

Legendary crew leaders like Beth Lund, Terry Leatherman, and Max Muffley rove the lines of battle-ready troops. New kids—look after them. Veterans—put them in critical positions. Get ready.

South Zone Fire Management Officer Steve Raddatz responds to NBC reporter John Patterson and cameraman Scott Hobson at a practice fire during the Boise Fire Guard School.

Trainee firefighters punch the fireline as the cameras roll.

Just over the ridge, Commander Steve Raddatz, victor at the Fan Fire, lit his drip torch, checked the position of half a dozen hovering media, and knifed his way into deep pockets of slash with a drip torch, lighting a mini conflagration. Creating a threat. Manufacturing fire weather in a Forest microclimate. Causing problems for others to work out.

Terry Teeter, South Zone Assistant Fire Management Officer—an old hand, a good man—stepped into a drainage a few hundred yards away and out of sight, his drip torch quickly announcing his intentions. Flames racing into heavy fuels; smoke rising on the horizon.

The word came. Shouted orders down the line. Calm but determined, Beth, Max, Terry and their designated squad leaders moving out. Radio traffic increasing. Urgency in the air. New faces—tense. Old faces—watchful.

None too soon in this repeat year of dying trees and low fuel moisture, the Boise National Forest, the State Department of Lands, and the State Fish and Game Department gathered near Centerville on the Idaho City District to learn how to fight fire. Hands on. The old faces taught the new. Just like a few years back. And a few years before that. In fact, just like the timeless tradition of a hundred fire seasons and more.

Fire Guard School this year had it all. Including plenty of local media—interest ran high. Cameras and reporters followed every bit of the action. Taking pictures; asking questions; catching sweat rolling down foreheads. Asking more questions. And the City of Boise went to bed with visions of fire preparedness flickering on their home screens. And woke up to Steve Raddatz on the front page lighting the world on fire. To teach the troops. To show them how to stop the fire next time.

New Homeowner

Almost 82 years of renting, moving and establishing leases came to an end for the Ashley National Forest Supervisor's Office and Vernal Ranger District with a recent move into newly purchased facilities. An open house on May 18 was the culmination of this ownership project.

In the foreground is the newly acquired building that now houses the Vernal Ranger District. Behind it is the Ashley Supervisor's Office.

The Ashley National Forest welcomed nearly 400 visitors to the event. Among those who gathered at the buildings on North Vernal Avenue, Vernal, Utah, were the Dinamites from the Vernal Area Chamber of Commerce, Forest Service personnel, special guests, members of the press, Smokey Bear and private citizens.

In his remarks at the dedication ceremonies, Mayor Sam Snyder said the newly remodeled buildings and landscaping bring a positive change to Vernal, a change that will inspire future growth in the area. Uintah County Commission Chairman Jim Reidhead was also a guest speaker who praised the willingness of the agency to work with county government.

Guests are welcomed to the Ashley National Forest. The couple facing the receptionist are Helen and Henry Schaffermeyer who worked on the Ashley National Forest when Bill Hurst was the Forest Supervisor (1950-1955).

Deputy Regional Forester Beasley told how the Forest Service was able to purchase the buildings and credited those who helped in the procurement process. "Forest Service ownership saves taxpayer dollars by eliminating leasing costs," Beasley said. He invited those in attendance to use and enjoy the new facilities and assured them they would continue to be served well by the Forest Service.

Duane Tucker, Forest Supervisor, invited the public to, "visit, share ideas and contribute to the future of "your" National Forest."

Guests were invited inside for refreshments and a tour of the buildings. Hosts from each section in the Supervisor's Office and the Ranger District explained displays and staff functions. Children were given special Smokey Bear mementos by their furry friend.

Supervisor Tucker said. "I am happy that so many attended the open house. Our doors are always open to visitors. We want to serve the people."

Merle Young
Public Affairs Officer

Duane Tucker, Ashley Forest Supervisor, welcomes everyone to the dedication ceremonies of the new buildings for the Supervisor's Office and the Vernal Ranger District. Awaiting their turn to publicly compliment the new facilities are: (left to right) Mayor Sam Snyder, Deputy Regional Forester Clair Beasley, and Commissioner Jim Reidhead. Carol Lyle, Vernal District Ranger, enjoys the proceedings.

Historical Facts About the Ashley National Forest

•The Ashley National Forest has its roots in the Uintah Forest Reserve which was established February 22, 1897, by U.S. President Grover Cleveland just 10 days before he left office.

•The Uintah Reserve had 842,000 acres and was the first reserve established in Utah.

•In 1907, a division of the Uinta National Forest was made and the Ashley National Forest was established.

•The Forest got its name from William N. Ashley, early explorer and organizer of the Rocky Mountain Fur Company.

•In 1923, Uintah County matched Forest Service funds to improve the road into Brush Creek Mountain to make it "passable for cars." This is said to be the beginning of the present Vernal to Manila highway.

•The historic Carter Military Road that runs through the Forest was said to be the only route across the Uinta Range until the 1900's.

•Flaming Gorge Dam was constructed in the 1960's and since its completion has become one of the most popular spots for recreation on the Flaming Gorge National Recreation Area.

•The highest elevation on the Forest is Kings Peak which is 13,528 feet above sea level.

•A total of 345 historic and prehistoric sites have been recorded on the Forest.

•The Forest has approximately 775 miles of trails.

•The High Uintas Wilderness has 460,000 acres.

•The Forest has approximately 1,817 miles of various kinds of roads.

•An estimated 437 species of fish, amphibians, reptiles, birds and mammals inhabit the Ashley National Forest.

•The Forest grazes approximately 12,500 cattle and 29,000 sheep each year.

•Net revenue from timber sales on the Forest for fiscal year 1988 was $1,153,928. The timber industry provided an estimated 175 jobs.

Supervisors of the Ashley National Forest

WM. N. ANDERSON - July 1908 to April 1921

CHARLES DEMOISY - May 1921 to April 1925

A. G. NORD - May 1925 to October 1930

JAMES O. STEWART - November 1930 to March 1936

A. L. TAYLOR - March 1936 to August 1941

EARL C. SANFORD - September 1941 to November 1944

ROBERT S. PARK - November 1944 to February 1945

ONA A. HARRISON - March 1945 to June 1950

WILLIAM D. HURST - June 1950 to July 1955

GILBERT B. DOLL - July 1955 to January 1958

A. R. McCONKIE - January 1958 to June 1973

ROBERT R. ROWEN - October 1973 to March 1979

JAMES N. CRAIG - April 1979 to April 1984

DUANE G. TUCKER - May 1985 to Present

3,924 Cans By the Road, 3,924 Cans . . .

On Saturday, June 24, several employees and family members from the Blackrock Ranger Station of the Bridger-Teton National Forest showed their pride and commitment to quality by volunteering to pick up trash and garbage. The group cleaned up an 18-mile stretch of highway from the Ranger Station to the top of Togwotee Pass and picked up over 15 cubic yards of garbage and 3,924 recyclable aluminum cans. Afterwards, the permanent employees hosted a chili feast at District Ranger John Baglien's house. The event was a great success and fostered a spirit of cooperation, teamwork and family on the District.

John Baglien
Buffalo District Ranger
Bridger-Teton NF

FADING FAX?

The use of fax machines continues to increase, but users are discovering an alarming fax fact: The copies have an average lifespan of 20 days before they start to fade. When fax copies are left in sunlight for a week, the text disappears completely. To preserve important faxed information, photocopy your faxes.

The Chores Are Done

Bill Dye and Bill Avey, Ferron Ranger District, had a variety of work to be done by employees from the Sanpete, Ferron and Price Ranger Districts and the Supervisor's Office at the May 19 Work Day at Joe's Valley Campground.

Ted McDougal, Bill Avey, Ben Black and George Morris finish the installation of one of the new picnic tables which have welded steel supports. These tables replace deteriorating concrete-support tables which were over 20 years old.

Employees complete installation of one of the new heavy-duty, welded fire rings and grills.

Anna Escandon and Lisa put the finishing touches on one of the picnic tables that was sanded and repainted. A new campground entrance sign was also installed.

And so they toiled! These mostly desk-bound people. Was it worth a day out of their lives? Just ask the camping public who found improved camp sites at Joe's Valley when it opened for the season on May 23.

New Publications

"Extending Natural Resource Opportunities—The Forest Service in 1988." FS-435 (RO-IO).

"1990 National Forest Picture Calendar." Published by the American Forestry Association (AFA) and produced by Falcon Press, Helena, Montana, the calendar is being sold for $7.95 (+$1.75 for postage and handling) by Falcon Press, Box 1718, Helena, Montana 59624 (or telephone: 1-800-582 BOOK). The calendar includes pictures from National Forests in Idaho, Montana, Tennessee, California, Minnesota, Colorado, North Carolina, Arizona and Oregon. AFA will use the proceeds from the sale of the calendar for promoting tree and forest conservation.

"Wheels of Time." This booklet is held by Eleen Williams, Executive Secretary of the Flaming Gorge Natural History Association, and author Gary M. Stolz, Flaming Gorge Ranger District. It is to be used for a 10-mile self-guided vehicle tour through the Sheep Creek Canyon Geological Area. The brochure is designed to help visitors identify rock formations and understand the dramatic geology of the Uinta Mountains. Set up as a wheel, this creative new publication can be operated in two directions—forward or backwards in geological time. Visitors can set the brochure to corresponding signs that match travel directions through Sheep Creek Canyon and along Highway 44 between the Canyon and Manila, Utah.

WITH PRIDE WE PRESENT OUR NEW SERIES OF PUBLICATIONS

Get copies from your Forest Public Affairs Officer or the Information Office (Regional Office).

SPECIAL INTEREST

Radon Gas

Some employees have asked what the Forest Service is doing about radon gas in work areas and employee-leased living spaces. This should address those concerns.

Radon gas is a natural soil gas that comes from radioactive decay of uranium. It can be found in areas where uranium, granite, shale, phosphate, and pitchblende are found in the underlying rock. Breakdown is continuous and, when inhaled, radioactive "bursts" can cause damage to delicate lung tissue. The risk of lung cancer is increased in susceptible persons.

In outdoor air, radon is diluted to such low concentrations that it poses no threat to humans. However, indoor air concentrations can become excessive, but the Environmental Protection Agency (EPA) has determined that average annual concentrations of less than 4 picocuries per liter (pCi/L) pose no significant threat to humans.

Gases can enter buildings in a variety of ways, usually through small cracks, sumps and pipe sleeves, and other voids in basements and/or foundation walls. Dirt floors in crawl spaces are particularly good gas transmitters. Recent energy conservation efforts have tightened buildings and increased pollutant concentrations.

The degree of radon concentration depends on a variety of situations including the geology of the area and the condition and operation of the building. Concentrations also vary depending on the inside air pressures associated with ventilation rates and heating or cooling of the building. The rate of release of gases from the soil also varies with atmospheric (weather) pressures. Testing can be elusive as concentrations can vary from building to building and room to room within a building.

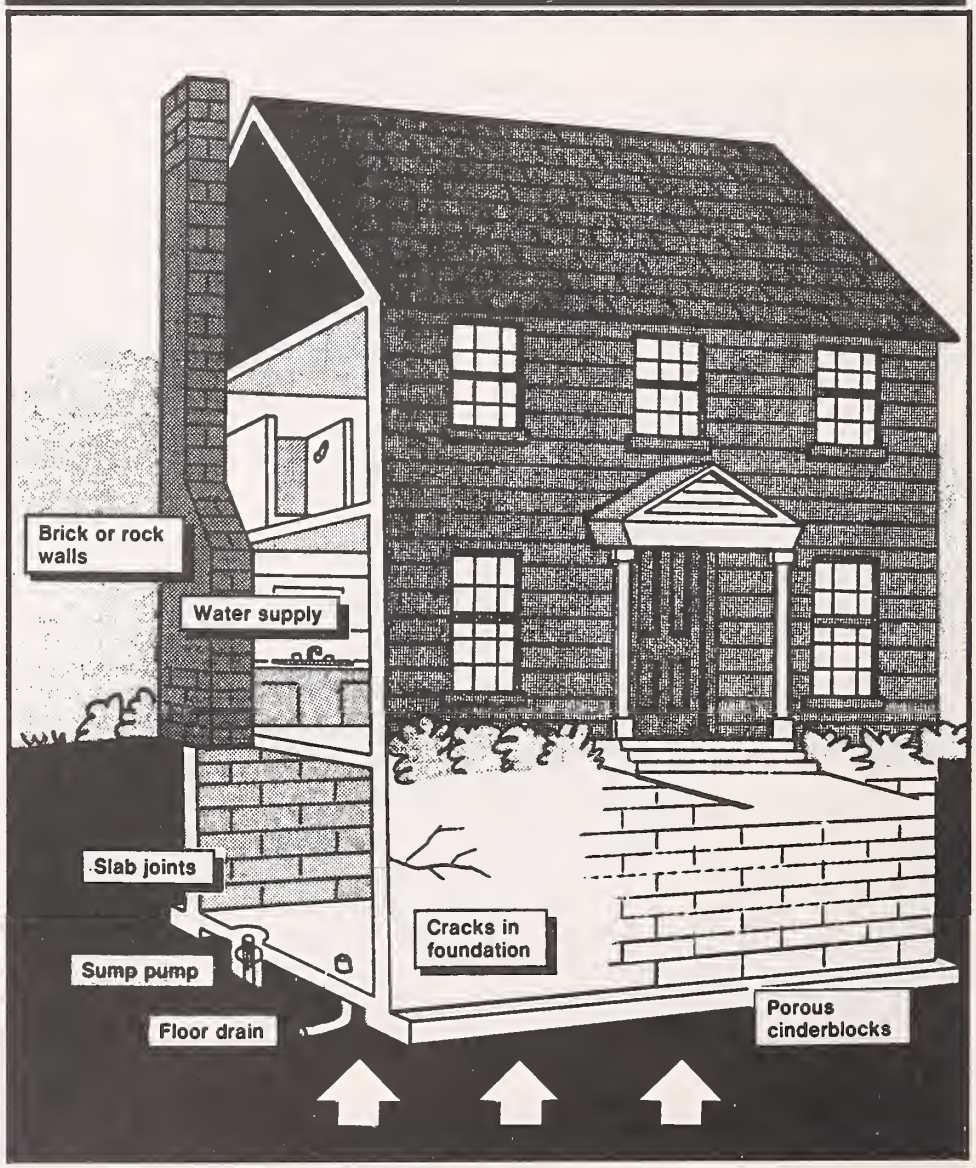
During the past year, most Regions and Stations have been conducting tests in Forest Service-owned and -leased offices and living areas to determine the occurrence and degree of concentration of gases. While survey results are not yet completed, we have had positive indicators reported in almost every part of the nation. Regions 1 and 4 have the highest percentage of positive results thus far. A comprehensive report will be issued later.

The first step the Forest Service is taking is to screen all sites for occurrence of radon. This past winter, Region 4 elected to test all owned and leased office buildings and all year-round employee-leased residences and dwellings. We now have these results and plan to continue testing this winter which will include all Station-owned and -leased buildings requiring testing, all buildings with positive results of 4 pCi/L or above from previous testing, and all buildings occupied more than 6 hours per day and 90 days per year. This will take a year as results are measured in average annual concentrations. If positive results are measured exceeding the 4 pCi/L average concentration, mitigation actions will be planned.

If your personal living area is within a radon suspect zone, we encourage you to have your dwelling tested. The Regional Facilities Engineering Group and/or your Forest Engineer can answer specific questions.

Terry Harwood
Facilities Engineer
Regional Office

HOW RADON ENTERS A HOME



Answering the Call

Flanked on the left by Wildlife and Fisheries Director Bill Burbridge and on the right by Deputy Regional Forester Tom Roederer, Rita Suminski displays the limited edition print she received. The print and a plaque recognized her as a co-winner in developing a logo for the Forest Service Quail Program. The logo, "Answering the Call," depicts the calling of a male and female Gambel quail.

Rita is a Wildlife Biologist on the Ely Ranger District of the Humboldt National Forest where she uses her creativity for more than developing logos. She has developed some very innovative and aggressive Challenge Cost-Share Programs. Cooperators include Central Missouri State University and a big sheep group from southern California. Also helping her identify Ferruginous hawk nests is a group that flies motorized gliders.

Did You Know . . . A Communication Scenario

Wade is a 19-year-old limousine driver for a Holiday Inn in Wisconsin. During the 19-mile drive from the airport, Wade taught a passenger an important lesson. When someone from the Holiday Inn called Wade on his two-way radio, he was unable to respond because his radio had broken down earlier in the day. "It's difficult to communicate effectively when the radio only works one way," he said.

Wade's astute observation was one that many top-level communicators and businesspeople seem to forget—one way communication does only half the job.

If you want to know what your colleagues and customers are thinking, you have to be sure that two-way communication exists. And you must listen to what's coming in over the other half of the communication and do something with that information—that is, if you want to succeed.

Don Bagin
Communication Briefings
June 1989

Glib-Ability Goal Met

Mary McDonough receives the tangible evidence that she has completed the ten types of speeches prescribed by Speakeasies, a Regional Office group of employees who meet twice monthly to improve their speaking skills. Making the award is Tom Roederer, Deputy Regional Forester, Resources, a strong supporter of this activity and an accomplished speaker in his own right.

Buying a cheap article to save money is like stopping the clock to save time.

PERSONNEL

New Targhee Supervisor is One of Our Own

Jim Caswell came to the Boise National Forest as Deputy Forest Supervisor in August 1986. He brought with him an intensity and professionalism that have served the Region well in dealing with the complexities of a capitol city. On July 30, Jim took over the reins as Forest Supervisor of the Targhee National Forest. He replaces John Burns who recently became Supervisor of the Salmon National Forest.

Jim cares about people as exemplified by the Regional Civil Rights Award Stan presented him for his efforts to help diversify the workforce in the Intermountain Region.

He's an outdoorsman. You can often find Jim on the ice of Cascade Reservoir, patiently trying to teach the Boise Public Affairs Officer (PAO) how to ice fish. Jim's good at it. The PAO needs some practice. You can find Jim slamming his way down Idaho's rivers in a cadillac raft, pausing now and then to rescue his wife when she falls overboard. He's a whitewater fanatic.

He's a family man. Jim's children mean a lot to him. You can tell that when he talks about them. His wife, Susan, also means a lot to him. You can tell that when you're around them.

He's a consensus builder. Jim believes in and lives participatory management, a trait that will serve him well in his new position.

Oh . . . and he's a great guy whose personal and professional style have won him many friends and loyal supporters.

Jim came to Boise from the Pacific Northwest Regional Office where he served as Appeals Coordinator from June 1984 to August 1986. Prior to that, he served as a District Ranger on the Willamette National Forest from 1979 to 1984 and in other Region 6 assignments on the Umpqua and Umatilla National Forests.

In addition to his Forest Service experience, Jim has worked for the Bonneville Power Administration and the Bureau of Land Management. He is a forestry graduate from Michigan State University and served as a Captain in the U.S. Army in Vietnam at the height of the war.

Frank Carroll
Public Affairs Officer
Boise National Forest

Submarines Motivate Desire for Outdoor Career

Ross Butler, Timber, Fire and Lands Staff Officer on the Manti-LaSal National Forest, retired on June 2. His combined military and civilian government service covers nearly 35 years.

Ross is a native of Susanville, California. After graduating from high school, he went to work as a game conservationist for the California Division of Fish and Game. After a year, he entered the U.S. Navy where he served from 1950 to 1954 as a submarine diesel engineman in the Pacific. Evidently, 4 years in submarines was enough to make Ross appreciate the benefits of working in the great outdoors. His first Forest Service job was as a seasonal laborer on the Hornet Ranger District of the Payette National Forest in 1956. He was then a seasonal range aid on the Dixie National Forest.

Ross attended Utah State University and graduated with a degree in range management in 1959. Upon graduation, he received a permanent Forest Service appointment as a Forester on the Cedar City Ranger District of the Dixie National Forest. After 2 years, Ross became District Ranger on the Pine Valley Ranger District, Dixie National Forest. In 1964, he became District Ranger of the Fishlake Ranger District and later the Richfield Ranger District, both on the Fishlake National Forest. In 1976, Ross was promoted to the Timber, Fire, Recreation and Lands Staff on the Manti-LaSal National Forest. With an occasional shift of duties, Ross has been on the Manti-LaSal staff for the past 13 years.

Now Ross and his wife, Margaret, will travel until they find the retirement place of their dreams. After they settle down once again, Ross intends to pursue a longtime interest in gunsmithing. As time and opportunities permit, he may also do some forest and range management consulting for private landowners.

Ross Butler winds up his duties at his desk prior to his June 2 retirement.

PERSONNEL

Awards

REGIONAL OFFICE
LOUIS J. WAIKART, Special Projects, TM - An USDA award for outstanding leadership in coordination of the Servicewide review of firefighter safety, welfare and productivity.

CHALLIS NATIONAL FOREST
JIM G. JAMES, Information Receptionist, SO - For exceptional ability and dedication as Public Information Officer during the 1988 fire season.
STEVE SPENCER, Supervisory Range Conservationist, Lost River RD - For quality performance as Acting District Ranger from 2/25 to 5/20/89.
MIKE MONAHAN, Forest Fire Management Officer, SO - For exceptional fire management, dispatch, and group effort.
DOUG BAKER, Fire Management Officer, Yankee Fork RD - For leadership.
TONI SULLIVAN, Support Services Supervisor, Challis RD - For fire procurements.

MANTI-LASAL NATIONAL FOREST
BILL DYE, Forester, Ferron RD - For performance on fire.
BILL AVEY, Forestry Technician, Ferron RD
CHARLENE MCDOUGALD, ELAINE POLLOCK, WALTER NOWAK, BESSIE PAPPAS, SUE HUFF, SHARON METZLER, VERA NICKAS, TINA MOYNIER, CLAUDIA MOYNIER, and KATHRYN HALAMANDRIS - For effort which greatly added to the success of the Forest Family Meeting.

Length of Service
BILL DYE, Forester, Ferron RD - 25 years

TARGHEE NATIONAL FOREST
LEON BLEGGI, Civil Engineering Technician, SO - For superior performance on the Huck/Mink Fire.
KEITH BIRCH, Forester (FMO), SO - For superior performance on the Huck/Mink Fire.
BRYANT CHRISTENSEN, Branch Chief, R,WL,WS, SO - For coordinated grizzly bear and sheep grazing programs, shifting grazing out of Situation I habitat. Adjustments were made without adverse effects on permittees and accomplishing reduction in grizzly mortality.

Roll Call

REGIONAL OFFICE
Appointments
DANIEL JARVIS, Pilot, A&FM
TAMRA EMMETT, Clerk-Typist, E
ELENA AGUIRRE, Clerk-Typist, S&PF

Promotions
DEBBIE MARTINEZ, Personnel Clerk, PM, to Office Management Assistant, E
KATHERYNE DYER, Personnel Clerk, PM
CRIS SANDOVAL, Computer Assistant, PM

Promotions in Place
LORRAINE PARKER, Supervisory Management Analyst, IS
A. J. SKEEN, Employee Development Specialist, PM
LINDA CARTER, Computer Programmer Analyst, TM

Resignation
ANENA ROBERTS, Travel Clerk, F&PS

Transfer In
LAURIE COX, Clerk Typist, IO, from IRS

ASHLEY NATIONAL FOREST
Promotions
CAROL LYLE, Vernal Ranger District, to Supervisory Range Conservationist, SO, Caribou NF
ROLAND LEIBY, Hydrologist, from Challis NF, SO

Reassignments
JOSEPH BISTRYSKI, Supervisory Forester, Monticello RD, Manti-LaSal NF, to Forester (Admin.), Duchesne RD
DAVE KIMBROUGH, Administrative Officer, SO, to Operation's Group Leader, INT

BOISE NATIONAL FOREST
Reassignment
JIM CASWELL, Deputy Forest Supervisor, to Forest Supervisor, Targhee NF

BRIDGER-TETON NATIONAL FOREST
Appointments
CYNTHIA SCHULER, Cooperative Outdoor Recreation Planner, Buffalo RD
KRISTINE OLSON, Wildlife Biologist Trainee Coop., Buffalo RD

Promotion
ETHEL J. CAPLAN, Resource Clerk Typing, SO, to Resource Clerk, SO

Reassignments
LOIS J. SHERRICK, Forester Trainee Coop, Routt NF, to Forester Coop, Jackson RD
KRISTINE ENGLAND, Forester, Houston RD, to Reality Specialist, Jackson RD

Resignations
TAUSHA AINSLIE, Clerk Typist, SO
CHERYL COPELAND, Clerk Typist, SO
NANCY SMITH, Resource Clerk, Big Piney

CARIBOU NATIONAL FOREST
Appointment
SHAWNA SEELY, Civil Engineer, SO

Promotion in Place
SHAWNA ANDERSON, Resource Assistant, SO

Reassignment
GALEN SUTPHIN, Purchasing Agent, IDA/WY Contracting, to Motor Vehicle Operator, SO

Transfer Out
CARL KRETSINGER, Fisheries Biologist, Soda Springs, to Fisheries Biologist, BLM in Alaska

CHALLIS NATIONAL FOREST
Appointments
JEANNE QUIGLEY, Clerk-Typist, SO
SHIRLEY LAROY, Information-Receptionist (converted from intermittent status)

Promotion
ROLAND LEIBY, Hydrologist, to Interdisciplinary Hydrologist, Ashley NF

Transfer Out
BILL ADAMS, Fire Management Officer, Challis RD, to Fire Management Officer, Badlands National Park in Hot Springs, South Dakota

DIXIE NATIONAL FOREST
Appointment
DAVE JEPPSEN, Powell RD, from U. S. Navy.

Promotion
RUTH VEIN, Supervisory Budget Officer, SO, to Administrative Officer, Nicolet NF, R-9

Reassignments
MARV TURNER, Santa Rosa District Ranger, Humboldt NF, to Teasdale District Ranger.
MARLIN JENSEN, Range Conservationist, Pine Valley RD, to Lincoln NF, R-3
STEVEN M. DODDS, Land Surveyor, from Toiyabe NF
DAVID BAROANDEAU, Forester, Cedar City RD, to Supervisory Forester, Escalante RD
VAL SCHULTZ, Land Surveyor, SO, to GSC
ROB EVANS, Forester, SO, to Forester (Timber Planning), R-6
ARLENE HEAP, Accounting and Voucher Clerk, SO, to Pine Valley RD
RIC RINE, Assistant Planner, SO, from Forester, New Meadows RD, Payette NF
VICKI HAMM, Support Services Specialist, Teasdale RD, to Manti-LaSal

FISHLAKE NATIONAL FOREST
Appointment
DOUGLAS OYLER, Forestry Technician, Loa RD

Reassignment
BEN BLACK, Forester (Admin.), Beaver RD, from Forester (Admin.), Sanpete RD, Manti-LaSal NF

Transfer In
JUNE PETERSON, Purchasing Agent, USAC, from Richfield District, BLM

HUMBOLDT NATIONAL FOREST
Promotion
VALENTINA LEDGER, Program Analyst, SO, to Fire Business Management, F&PS, RO

MANTI-LASAL NATIONAL FOREST
Reassignments
RANDY DAVIS, Moab RD to Cobalt RD, Salmon NF
DON BURDETT, Engineering Equipment Operator Foreman, SO, from Boise NF
DARWIN JENSEN, Forester (Admin.), SO, from Forester (Admin.), Beaver RD, Fishlake NF
JERRY SHAW, Forester (Admin.), Moab RD, from Forester (Admin.), Teasdale RD, Dixie NF

Transfer In
BRUCE C. ROBERTS, Division of Wildlife Resources, to Fisheries Biologist, SO

PAYETTE NATIONAL FOREST

SALMON NATIONAL FOREST
Appointment
JAMES HAYDON TAYLOR, Engineering Equipment Operator, SO

Promotion in Place
MARIAN M. BUENGER, Information Receptionist (Typing), SO

SAWTOOTH NATIONAL FOREST
Promotion
MARY WAGNER, Forester, Twin Falls RD, to Forester (Admin.), Vernal RD, Ashley NF

TARGHEE NATIONAL FOREST
Promotions
VERNON "TIM" KIMBLE, Assistant District Ranger, Island Park RD, to Interdisciplinarian, Malheur NF
JED PARKINSON, Civil Engineer, SO, to Supervisory Civil Engineer, Humboldt NF
VERONICA FULLMER, Clerk Typist, Teton Basin RD, to Information Receptionist, Teton Basin RD
SHELBY JORDAN, Survey Aid, SO, to Survey Technician, SO

Reassignment
LOU WOLTERING, Forester (Admin), Ashton RD, from Forester (Admin.), Leadore RD, Salmon NF

TOIYABE NATIONAL FOREST

UINTA NATIONAL FOREST

WASATCH-CACHE NATIONAL FOREST
Reassignment
RAY CARLING, Forester (Admin.), Ogden RD, from Forester (Admin.), Moab RD, Manti-LaSal NF

Dr. R. Duane Lloyd has been named Deputy Director of the Intermountain Research Station. He replaces Dr. Carter Gibbs, who retired earlier. Dr. Lloyd has been Assistant Station Director for Research at the Station since 1980.

Jim Torrence, Regional Forester of Region 6, has announced his retirement. John Butruille will be his replacement. John's current position is Recreation Director in the Washington Office.

HISTORY

Echos of Children's Laughter

The end of a historical landmark comes quietly. Silence replaces more than 50 years of children's laughter as they gleefully pumped "even higher" in the sturdy swings.

The last remaining playground in the Region has been torn down in the Red Canyon Campground on the Powell District of the Dixie National Forest. Built in 1933 by the Civilian Conservation Corps (CCC), the playground included teeter toters, swings and a cement wading pool. Thousands of children of all ages have played in the area over the past 50 years. Now, old and decrepit, the equipment has been removed.

But, it will not be forgotten by those children now grown old and it will find its place in history. Its existence and significance will be recorded through photos, drawings and the writing of a graduate student at the University of Utah who is currently documenting all CCC structures and construction on the National Forests in Utah.

At one time, playgrounds like this one on Monte Cristo, Wasatch-Cache National Forest, were found around the Region. Now they are just a memory.

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